USTR Strategic Plan
FY 2007–2012

Office of the United States Trade Representative
Executive Office of the President

List of Contents

I.	Introduction	3
II.	USTR Mission Statement	4
III.	The United States Trade Representative	5
IV.	Organizational Structure and Budget	6
V.	Human Resources	7
VI.	Major Management Challenges	8
VII.	Summary of Strategic Goals	9
VIII.	Goal 1: Open Foreign Markets	10
IX.	Goal 2: Monitoring and Enforcing U.S. Rights	14
X.	Goal 3: Developing Strategic and Transparent Policy	16
XI.	Goal 4: Effectively Communicating Trade Benefits	19
XII.	Goal 5: Achieving Organizational Excellence	22
XIII.	Appendices	25

I. Introduction

This document is the third strategic plan of the Office of the United States Trade Representative (USTR). This strategic plan has been developed in accordance with the USTR's obligations under the Government Performance and Results Act (GPRA) to help USTR plan for the next six years. Assistant United States Trade Representatives (AUSTRs) and other senior USTR officials collaborated in developing the plan. While non-government parties did not contribute to the preparation of this plan, the report takes into account the advice received from USTR's statutorily mandated Advisory Committees. The report also takes into account advice from Trade Policy Staff Committee (TPSC) agencies, the Government Accountability Office, and the Congress.

The plan consists of six main components: (1) a statement of USTR's agency mission; (2) USTR's strategic goals over the next six years; (3) the means and strategies USTR will employ to achieve its strategic goals; (4) key factors that could influence the achievement of the strategic goals; (5) a description of the relationship between USTR's annual program performance goals and USTR's larger strategic goals; and (6) the program evaluations that USTR used in preparing the strategic plan. The plan is accompanied by appendices that provide relevant background information about USTR.

II. Mission Statement

USTR seeks to contribute to U.S. economic growth, competitiveness and prosperity by opening markets and reducing trade and investment barriers around the world to create new commercial opportunities for U.S goods and services industries, workers, ranchers and farmers.

III. The United States Trade Representative

The United States Trade Representative is a member of the President's Cabinet and serves as the President's principal trade advisor, negotiator, and spokesperson on trade issues. The USTR is also the Vice-Chairman of the Overseas Private Investment Corporation, a member of the Board of the Millennium Challenge Corporation, an *ex officio* member of the Export-Import Bank Board of Directors, and a member of the National Advisory Council on International Monetary and Financial Policies.

IV. Organizational Structure and Budget

USTR is part of the Executive Office of the President. With a fiscal year 2008 budget of $44.1 million and 229 Full Time Equivalent (FTE) employees, USTR operates a headquarters in Washington, D.C. and a field office in Geneva, Switzerland. USTR has a representative to the United States Mission in Brussels, Belgium and the U.S. Embassy in Beijing.

USTR is a matrix organization, organized primarily on the basis of geographic and sectoral offices that work together in developing and coordinating trade policy, negotiating trade agreements, and enforcing those agreements.[1] The U.S. Trade Representative, the three Deputy United States Trade Representatives, the Chief Agricultural Negotiator, and other senior leadership supervise and coordinate the work of USTR's 22 Assistant United States Trade Representatives who each supervise their respective regional or functional office. Currently, these offices are: Administration; African Affairs; Agricultural Affairs; China Affairs; Congressional Affairs; Economic Affairs; Environment and Natural Resources; Europe and the Middle East; Industry, Market Access and Telecommunications; Intellectual Property and Innovation; Intergovernmental Affairs and Public Liaison; Japan, Korea and APEC Affairs; Labor; Monitoring and Enforcement; Policy Coordination and Information; Public Affairs and Media; Services and Investment; South Asian Affairs; Southeast Asia and Pacific; the Americas; Trade Capacity Building; and WTO and Multilateral Affairs. In addition, the Office of the Special Textile Negotiator and professional support offices, including the Offices of the General Counsel, Policy Coordination and Economic Affairs play important roles in all areas of USTR's work. USTR also depends on direct and indirect support of other agencies, the Congress and interested stakeholders to carry out its responsibilities.

About 70 percent of USTR's annual budget pays for employee salaries and benefits, and 10 percent is allocated to employee travel to negotiating sites. The balance is spent on fixed operating expenses such as rent and computer systems.

[1] Trade agreements, policies, and initiatives should be understood to include foreign investment agreements, policies, and initiatives.

V. Human Resources

USTR professional employees include trade policy, economic, development and legal experts empowered to negotiate with officials of other governments, to work closely with interested stakeholders, and to provide leadership and direction to other agencies on trade-related issues by coordinating the formulation and execution of trade policy through the interagency Trade Policy Staff Committee (TPSC) and Trade Policy Review Group (TPRG). The TPSC and the TPRG, which USTR chairs, include staff from more than 20 other federal agencies and departments. The TPSC is the first line operating group, with representation at the senior civil servant level. Supporting the TPSC are more than 80 subcommittees responsible for specialized issues. The TPSC regularly seeks advice from the public on its policy decisions and negotiations through Federal Register Notices and public hearings. If agreement is not reached in the TPSC, or if particularly significant policy questions are being considered, issues are referred to the TPRG (Deputy USTR/Under Secretary level).

VI. Major Management Challenges

USTR does not administer programs of the type that are vulnerable to waste, fraud, and/or mismanagement. USTR's annual budget does not include grant-in-aid programs, loans, or funding for major information technology or procurement. The Executive Office of the President assumed responsibility for USTR's information technology systems, operations and maintenance in FY 2004.

Evaluators such as the Office of Management and Budget, the Office of Personnel Management, and the Government Accountability Office periodically review USTR's activities and operations. USTR works with these groups to continue to improve its administrative and substantive work. USTR's key functions are cross-cutting in nature, requiring coordination with, and support by, other agencies and interested stakeholders. Such cross-cutting functions can pose unique challenges to timely, effective and efficient performance. These management challenges are outlined in the Key External Factors section of the Strategic Goals.

VII. Summary of Strategic Goals

Goal 1 Opening Foreign Markets

USTR will seek to open export markets and reduce trade and investment barriers and distortions consistent with the President's trade policy agenda by negotiating, concluding and implementing multilateral, regional and bilateral trade agreements as well as by effectively representing U.S. interests in international bodies, including those established under those agreements.

Goal 2 Monitoring and Enforcing U.S. Rights

USTR will closely monitor and vigorously enforce U.S. rights under trade agreements to ensure that U.S. trade agreements are effective and to maximize their benefits for the U.S. economy. USTR will address foreign unfair trade practices, including through U.S. trade laws that USTR administers.

Goal 3 Developing Strategic and Transparent Policy

USTR will: (1) lead interagency trade and investment policy coordination; (2) consult with the Congress; and (3) communicate with a wide range of stakeholders, including state and local government officials, on trade negotiations and initiatives to obtain broad-ranging input, provide accountability, and develop sound, strategic U.S. trade policies.

Goal 4 Effectively Communicating Trade Benefits

USTR will communicate the benefits of free and fair trade and international investment to domestic and foreign audiences, thereby building public support for opening markets around the world to trade and foreign investment.

Goal 5 Achieving Organizational Excellence

USTR will enhance human capital through recruitment, promotion and retention initiatives and incentives, afford professional development and training opportunities, and provide the administrative processes and infrastructure that will strengthen USTR's ability to recruit and retain the most qualified individuals possible, and establish a work place that promotes diversity, initiative, creativity, and productivity.

VIII. Goal 1: Open Foreign Markets

USTR will seek to open export markets and reduce trade and investment barriers and distortions consistent with the President's trade policy agenda by negotiating, concluding and implementing multilateral, regional and bilateral trade agreements as well as by effectively representing U.S. interests in international bodies, including those established under those agreements

Specific Objectives:

1.1 Negotiate agreements that advance the trade and economic interests of the United States and further the intent and objectives of U.S. trade legislation.

1.1a Conclude the Doha Round (if it is possible to secure a successful agreement that meets U.S. objectives).

1.1b Conclude World Trade Organization (WTO) accession agreements with candidates, including developing countries and emerging market economies that undertake trade commitments that meet Administration priorities and are supported by the Congress.

1.1c Launch new Free Trade Area (FTA) negotiations with appropriate trading partners, consistent with pertinent Congressional procedures and Administration criteria once these have been established.

1.1d Conclude FTAs in accordance with Administration criteria, Congressional objectives and appropriate procedures.

1.1e Secure Congressional action, as needed, to carry out concluded FTAs,WTO accession agreements, Bilateral Investment Treaties (BITs) and other agreements.

1.1f Launch negotiations and successfully conclude BITs with appropriate partners consistent with Administration criteria.

1.1g Initiate negotiations and conclude agreements to reduce or eliminate specific trade barriers and distortions.

1.1h Negotiate and conclude Trade and Investment Framework Agreements (TIFAs) and customs textile cooperation agreements with appropriate countries that expand opportunities for U.S. exports.

1.2 Integrate developing economies, economies in transition and emerging economies into the global rules-based trading system while helping to build their capacity to realize the full benefits of trade liberalization and protecting the environment and worker rights.

1.2a Work with U.S. Government agencies that provide or fund trade capacity building assistance to ensure that their assistance programs assist developing countries to integrate more fully into the global trading system and, in cooperation with other relevant agencies, work with other donor countries and international institutions to make the most coherent and effective use of scarce resources possible.

1.2b Apply U.S. trade preference programs in a manner that contributes to economic development in beneficiary countries while addressing U.S. bilateral trade and other policy concerns through annual reviews of GSP country practice petitions.

1.2c Review the operation of preference programs in light of existing and future negotiations to ensure they do not reduce incentives for beneficiary countries to enter into reciprocal market-opening agreements and that they advance the integration of those countries into the global trading system.

1.2d In cooperation with other relevant agencies, design and implement environmental cooperation mechanisms with FTA partners and negotiate and conclude trade-related environmental agreements that increase the capacity of developing countries to protect the environment.

1.2e Work in connection with FTA and other appropriate trade negotiations and through cooperative activities to build the capacity of our trading partners to promote and protect worker rights and improve the application and enforcement of their labor laws.

1.3 Effectively represent U.S. interests in international bodies established under multilateral and other international agreements so as to support and enhance the achievement of the Administration's trade policy priorities.

1.3a Ensure that actions by WTO bodies support U.S. policies and objectives and are consistent with Congressional requirements.

1.3b In cooperation with other relevant agencies, as appropriate, work to ensure that the WTO's work on Aid for Trade and other activities for assisting developing countries is aimed at mainstreaming trade into the development plans of these countries and supports their effective participation in the trading system while not exceeding the institutional mandate of the WTO as a trade organization.

1.3c Work to ensure that other institutions that may engage on issues related to trade (WIPO, UNCTAD, OECD,WHO, OAS and IDB) promote U.S. policies, objectives and requirements as directed by Congress and the Administration.

1.3d Work in the World Bank, IMF, OECD, and other international institutions to further Aid for Trade initiatives and promote U.S. trade objectives in the WTO.

Means and Strategies:

- Expand the use of video and audio conferencing to allow enhanced participation in interagency meetings by personnel from U.S. embassies and specialized agencies that are geographically distant from USTR's Office in Washington, D.C.

- Refine and computerize USTR's document archiving system to preserve negotiating histories for completed FTAs and other agreements. USTR will consult this system in the course of monitoring and enforcing compliance with U.S. trade agreements.

- Initiate a system through which USTR negotiators can assess the work of personnel participating on interagency teams based in part on feedback from their agencies.

- Initiate a program for providing recognition and awards to personnel from other agencies that participate in USTR negotiating teams.

- Build internal capacity to analyze and present tariff and trade data used in making strategic decisions for negotiations.

- Survey economic research tools available to USTR staff, including trade and related data bases, library resources and appropriate software, and reduce USTR's dependence on other agencies for these tools.

- Assess USTR's negotiating capabilities in key technical subject areas, such as intellectual property protection, standards, and sanitary and phytosanitary measures with a view to adjusting resources where warranted.

Key External Factors

- Congressional enactment of Trade Promotion Authority (TPA) renewal or extension.
- Extent of USTR/other trade agency appropriations.
- Support of other agencies and interested stakeholders for USTR trade priorities and initiatives.
- Change in Congressional trade policies or negotiating objectives.
- Support abroad for multilateral, regional and bilateral negotiations, including the ability of less advanced countries to participate effectively in a broad set of negotiations.
- Support of USG aid and other trade-capacity building agencies through the budgeting and programming of trade-related development assistance to ensure appropriate technical assistance is provided to emerging and transitional economies to assist in the effective implementation of international trade obligations and ensure they understand the benefits of integration into regional and global trading systems.
- Readiness of other WTO members to support U.S. efforts in WTO bodies to hold other WTO members to account and to support U.S. policies and objectives.
- Readiness of individual accession applicants to accept and implement WTO provisions and the requests of other WTO members in developing terms of accession.
- Congressional action on a farm bill. Provisions of the bill and the debate surrounding the legislation may influence U.S. negotiating positions and trade policies of other countries.

IX. Goal 2: Monitoring and Enforcing U.S. Rights

USTR will closely monitor and vigorously enforce U.S. rights under trade agreements to ensure that U.S. trade agreements are effective and to maximize their benefits for the U.S. economy. USTR will seek to address foreign unfair trade practices, including through U.S. trade laws that USTR administers.

Specific Objectives:

2.1 Effectively utilize USTR resources to monitor foreign unfair trade barriers and trade practices and compliance by trading partners with U.S. trade agreements.

2.1a Use WTO bodies to help ensure other members' compliance with obligations by pressing for timely compliance with notification requirements in the agreements to identify possible problems and by using meetings of these bodies to raise questions about the practices of Members and create pressure to comply.

2.1b Employ monitoring mechanisms for trade agreements to identify potential issues and areas of concern, including by reviewing notifications that trading partners provide.

2.1c Consult regularly with interested stakeholders, Congress and foreign officials to obtain information on foreign trade barriers and practices.

2.1d Annually review implementation of bilateral trade agreements, particularly through the preparation of the Annual Report of the President on the Trade Agreements Program and the National Trade Estimate Report, and identify strategies for resolving implementation problems.

2.2 Vigorously deploy available tools to enforce U.S. rights under trade agreements.

2.2a Promptly analyze issues identified through monitoring to determine if there is a breach of a U.S. trade agreement.

2.2b Employ negotiations, consultations and dispute settlement as appropriate to resolve identified breaches of U.S. trade agreements.

2.2c Solicit public comment on WTO dispute settlement panel proceedings to ensure that USTR officials can develop U.S. positions and arguments based on all relevant available information.

2.2d Provide public access to U.S. submissions to WTO adjudicatory bodies so that stakeholders and interested members of the public may provide relevant input.

2.2e Annually identify new cases to be pursued under WTO and/or FTA dispute settlement procedures or under U.S. trade statutes, including barriers to U.S. exports due to lack of transparency and lack of science-based rule-making processes.

2.2f Continually work to resolve pending dispute settlement proceedings on a basis favorable to the United States.

2.2g Analyze and respond appropriately to petitions filed for action against perceived unfair trade barriers.

Means and Strategies:

- Develop and maintain a highly-trained corps of litigators who are expert at brief writing and oral argument and who have highly-developed advocacy skills specifically tailored to WTO and FTA dispute settlement proceedings.
- Draw on resources of all trade agencies to support the trade agreements monitoring program and continue to work with these agencies to assess current and future workloads in this area and ensure they are seeking and allocating adequate resources to address that workload.
- Ensure that U.S. trade agreement negotiating records are accurate, complete and accessible.
- Support USTR dispute resolution efforts with well-developed economic analysis.

Key External Factors:

- Rulings by WTO and free trade agreement adjudicatory bodies and U.S. domestic courts.
- Support of other agencies, Congress and interested stakeholders for specific monitoring and enforcement initiatives.
- Cooperation from trading partners in enforcement initiatives.
- Changes in USTR/other trade agency appropriations, space limitations, and competitiveness with other employment opportunities. Overall litigation workload, including cases brought by other governments against U.S. trade measures.
- Willingness of industry to provide data and evidence to support bringing or defending cases.

X. Goal 3: Developing Strategic and Transparent Policy

USTR will: (1) lead interagency trade and investment policy coordination; (2) consult with the Congress; and (3) communicate with a wide range of interested stakeholders, including state and local government officials, on trade negotiations and initiatives to obtain broad-ranging input, provide accountability, and develop sound, strategic U.S. trade policies.

Specific Objectives:

3.1 Develop Administration trade policies and initiatives in consultation with Congress and employ constructive, consensus-building interagency coordination in the TPSC and the TPRG.

3.1a Seek to resolve inter-agency trade policy issues at the TPSC level whenever possible, and in a timely manner, reserving only complex or sensitive decisions for resolution in the TPRG (deputy head of agency level).

3.1b Consult broadly and intensively with Congressional committees of jurisdiction and the Congressional Oversight Group (COG) on pending trade policy issues and initiatives. Keep committees abreast of key issues, opportunities, and constraints in trade negotiations. Keep committees updated on the positions of our negotiating partners.

3.1c Contribute to informed policy making by means of a thorough and up-to-date understanding of the positions of other countries/entities based on direct contacts, input from our diplomatic posts, and other sources.

3.2 Build a broad coalition with Congress, interested stakeholders, state and local governments, and the public to inform and strengthen the U.S. trade agenda and secure Congressional passage of legislation implementing trade agreements and other key trade legislation.

3.2a Work with other trade agencies, Congressional trade committees, and interested stakeholders to communicate the benefits of free trade and other agreements to the Congress, interested stakeholders, state and local governments, and the public.

3.2b Work with U.S. development agencies and other government agencies so that appropriate assistance programs are in place to support trade agreements and key trade legislation.

3.2c Engage Congress early to convey the commercial benefits of trade agreements.

3.2d Build support for trade agreements through existing pro-trade congressional coalitions and caucuses.

3.2e Consult regularly with interested stakeholders on trade negotiations and issues.

3.2f Develop calendar for pro-trade speeches in strategic states/districts to demonstrate the importance of trade to the local economy.

3.2g Engage Members interested in foreign policy generally.

3.2h Secure enactment of trade agreement implementing bills that the President sends to the Congress as well as other appropriate trade legislation.

3.3 Foster a robust advisory committee system by appointing and consulting with a representative and active group of advisors.

3.3a Convene regular advisory committee meetings and briefings as needed in coordination with other relevant agencies.

3.3b Ensure timely rechartering and appointment of committees and ensure that committees meet statutory reporting requirements.

3.3c Ensure that the advisory committee system meets the needs of the 21st century economy and the U.S. national economic interest, by seeking advisory input on an ongoing basis as issues arise and posting documents for comment to the Secured Advisory Committee Website.

Means and Strategies:

- Expand the use of video and audio conferencing to allow enhanced participation in interagency meetings by personnel from U.S. embassies and specialized agencies that are geographically distant from USTR.

- Improve information technology (IT) capabilities and training to enhance communications with other trade agencies on trade policy issues and initiatives and facilitate secure circulation of sensitive and classified documents within USTR and to and from other agencies.

- Maintain secure encrypted website for cleared advisors to review confidential negotiating documents.

- Implement IT training for USTR employees, especially those who maintain records of document clearances, to use electronic document databases and decrease use of paper records.

Key External Factors:

- Congressional enactment of TPA renewal or extension.
- Support of other agencies and interested stakeholders for USTR trade priorities and initiatives.
- Extent to which USTR software or computer systems are compatible with those that other agencies use.
- Availability of secure systems to transmit sensitive and classified documents to or from other agencies.

XI. Goal 4: Effectively Communicating Trade Benefits

USTR will communicate the benefits of free and fair trade and international investment to domestic and foreign audiences, thereby building public support for opening markets around the world to trade and foreign investment.

Specific Objectives:

4.1 Create a USTR-wide, active communications strategy to explain the benefits of trade to domestic constituencies and stakeholders.

- 4.1a Develop talking points, fact sheets, press releases, electronic newsletters and internet strategy to explain the advantages of trade.
- 4.1b Organize press events around high profile trade liberalization achievements.
- 4.1c Build network of private and non-governmental organizations and coordinate messaging on the benefits of trade.
- 4.1d Survey external research to gauge baseline of current public perceptions of trade and adjust USTR's messaging strategy and develop trade education materials.

4.2 Enhance outreach to state and local governments on the benefits of trade, particularly FTAs and the WTO.

- 4.2a Establish a stronger state-level network of interested stakeholders and work with this network to offer opportunities for information exchange and trade education through USTR participation in conferences and external speaking engagements.
- 4.2b Develop and distribute educational materials based on available state and local trade export data to interested stakeholders, state representatives and local networks, and seek improved state-level data.

4.3 Work through the TPSC and with the White House to implement an Administration-wide message on the benefits of free and fair trade.

- 4.3a Coordinate press statements with interested agencies and the White House in order to present coherent and mutually reinforcing trade information to the public.

4.3b Create an informal trade communications working group that meets periodically to examine trade messaging and opportunities for interagency and White House coordination.

4.4 Work with Congressional trade committees to develop and to advance messaging on the benefits of free and fair trade.

4.4a Plan and organize press events hosted by USTR officials and Members of Congress during trade negotiations in Washington as well as at other negotiating sites in the United States and abroad that Congressional delegations visit.

4.4b Work with the Ways and Means and Finance Committees to develop a strategy focusing on communicating the benefits of trade.

4.4c Anticipate and prepare press statements and press events to counter attacks on a liberalized trade policy.

4.5 Develop, in consultation with other agencies, the Congress and interested stakeholders, a common message to foreign countries and their citizens explaining the benefits of free and fair trade that will build support for U.S. trade policies and initiatives.

4.5a Identify foreign constituencies that may be receptive to information regarding the benefits, including environmental and social benefits, of free and fair trade.

4.5b Build relationships with foreign media and place press statements and attend press events that build support for free and fair trade in key foreign countries.

4.5c Work with USTR's public affairs counterparts in foreign governments to coordinate a communications strategy to advance trade negotiations and to explain trade disputes.

Means and Strategies:

- Use the newest communications technologies, including a user-friendly public website, electronic newsletters, fact sheets, web casts of "real time" information and teleconferences as needed to give other agencies, interested stakeholders and the public a clear understanding of the benefits of free and fair trade.

- Build and leverage state and local and other stakeholder networks to communicate the benefits of free and fair trade to the public.

- Respond in a timely and cogent manner to correspondence and other inquiries from the public on trade issues.

Key External Factors:

- Support of other agencies, Congress and interested stakeholders for USTR trade communications initiatives.
- Availability of external meetings and venues to communicate the benefits of free and fair trade to interested stakeholders and the public.
- Changes in USTR/other trade agency appropriations.

XII. Goal 5: Achieving Organizational Excellence

USTR will enhance human capital through recruitment, promotion and retention initiatives and incentives, afford professional development and training opportunities, and provide the administrative processes and infrastructure that will strengthen USTR's ability to recruit and retain the most qualified individuals possible, and establish a work place that promotes diversity, initiative, creativity and productivity.

Specific Objectives:

5.1 Implement a human capital management program designed to help USTR accomplish its mission.

5.1a Complete and implement the USTR strategic human capital management plan.

5.1b Develop strategies that ensure human capital is well-managed.

5.1c Foster a high-performing administrative staff that provides efficient and effective support to USTR offices.

5.2 Manage USTR efficiently and effectively.

5.2a Develop a comprehensive work planning and management process that provides access to all work, manpower and other resource requirements.

5.2b Evaluate knowledge management processes for improvement.

5.2c Adopt administrative services procedures that provide responsive and timely support to USTR staff.

5.3 Provide facilities that help USTR staff become more productive.

5.3a Establish and implement a long-range master plan for USTR space utilization and allocation that provides the quality and quantity of office and meeting facilities appropriate for USTR's business requirements.

5.3b Implement USTR office complex upgrades and maintenance plan that facilities operations and promotes attractive appearance, cleanliness and employee well-being and health.

5.4 Install information technology and communications systems that increase USTR's productivity.

5.4a Acquire and install information technology (IT) and communications equipment appropriate for USTR's needs.

5.4 b Ensure that field offices' IT and communications systems provide robust connectivity and continuity of operations.

5.4c Employ just-in-time training, instructional seminars, and job aids to ensure highest possible use of IT capabilities.

5.5 Manage resources to maximize USTR future capabilities.

5.5a Develop performance-based resource management procedures.

5.5b Employ risk management in making resource decisions.

5.5c Coordinate with other trade agencies in resource planning.

5.5d Manage spend plan to maximize USTR's productivity and efficiency.

5.6 Implement a security program that provides a high-degree of protection for USTR personnel, facilities and sensitive information.

5.6a Implement a comprehensive information security program meeting E.O. 12958/13292 and ISOO Directive One.

5.6b Implement a physical security program that meets DD2637 Physical Security Evaluation Guide and HSPD-12.

5.6c Develop procedures to protect USTR personnel in high threat situations and environments and provide appropriate level of protection for the USTR office complex.

5.6d Implement the USTR Continuity of Operations Plan (COOP) and exercise occupant emergency plans.

Means and Strategies:

- Develop and maintain an exceptional Office of Administrative (OA) staff with professional expertise, dedication and ability to innovate.
- Develop a well-managed spending plan to use resources efficiently and effectively.

- Develop multi-year budget strategy for success in the OMB/Congressional budgetary process.

- Leverage technology and office automation for high productivity of OA processes.

- Seek continued assistance from General Services Administration (GSA) and Office of Administration (OA) facilities management office to appropriately fund and move capital improvement projects to completion.

- Employ human resource and financial management IT systems to provide timely, accurate, relevant and responsive information for decision making.

Key External Factors:

- Change in budget level.

- Support from GSA and EOP Office of Administration for USTR initiatives.

- Unpredictable external resource requirements that must be given priority attention/funding.

- Ability of vendor-supplied IT and communications to work effectively and efficiently.

APPENDIX I. Allocation of Resources to Each Strategic Goal

FY 2007 Estimated Distribution of FTEs and Budget Authority by Strategic Goal

Opening Foreign Markets	32%
Monitoring and Enforcing U.S. Rights	23%
Developing Strategic and Transparent Policy	16%
Effectively Communicating Trade Benefits	11%
Achieving Organizational Excellence	18%

APPENDIX II. Other Features of the Strategic Plan

Accountability

The Office of the U.S. Trade Representative (USTR) uses the Office of Personnel Management's (OPM) "Results-Oriented Performance Culture System" as its process for assigning accountability to managers and staff for goal achievement.

"By aligning employee performance appraisal plans with executive performance agreements and directly communicating agreement goals to employees, supervisors can drive home to employees just how their performance impacts organizational goals." *Office of Personnel Management*

The Results-Oriented Performance Culture System focuses on having a diverse, results-oriented, high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance. This process begins with members of the Senior Executive Service (SES) who serve in the positions of Assistant U.S. Trade Representatives (AUSTR)—leaders of the geographic, sectoral and other offices that work together in developing and coordinating trade policy, negotiating trade agreements and enforcing those agreements.

The U.S. Trade Representative/Deputy U.S. Trade Representatives and the AUSTRs jointly develop written performance plans appropriate to the individual offices. This task is completed prior to the start of the appraisal period. These plans reflect the Agency's strategic goals and objectives and recognize the specific responsibilities assigned to the executives for these goals and objectives. Each performance plan gives due consideration to the methods used by the executive in achieving his or her goals including leadership provided to subordinate employees so that their performance is linked to agency goals and consideration of customer/stakeholder and employee concerns. All performance requirements are considered critical elements and reflect individual and organizational performance expectations.

The performance of each AUSTR is appraised at least annually. The performance appraisal process is used to rate USTR leaders' achievement of the Agency's strategic goals and objectives.

This process uses the following methods to strengthen the linkage between strategic planning, performance management, and pay:

a. Communicating and clarifying organizational goals and objectives;

b. Identifying individual accountability for the accomplishment of USTR goals and objectives;

c. Evaluating and improving individual and organizational accomplishments using measures that balance organizational results with customer and employee perspectives; and

d. Using the results of performance appraisals as the basis for decisions on pay adjustments, awards and development of senior executives and senior professional employees.

In supervising, reviewing, and rating the work of subordinate employees, AUSTRs link the performance expectations of subordinates to their office's initiatives that derive from USTR's strategic goals and objectives.

Management-Related Initiatives

Achieving Organizational Excellence. As noted by the Government Accountability Office (GAO), the Federal government is being transformed by significant challenges and trends. USTR, similar to other agencies, must build its capability to ensure it remains a high-performing organization. This will require it to be highly adaptable to increasing demands on its people and resources by focusing on outcomes (results) versus activities and using a performance-based approach. Business as usual will not suffice; each business process must be reevaluated in light of new demands for faster, cheaper and better response. In the past, USTR's aggressive trade agreement negotiation, implementation and monitoring and enforcement agenda strained the Agency's capacity to provide the necessary support. GAO reports cited needed improvements at USTR to meet the growing demands of the U.S. trade agenda.

In keeping with this need for transformation, USTR included a goal specifically addressing management-related initiatives. *Achieving Organizational Excellence* (Goal 5) establishes the objectives and priorities USTR is pursuing for critical human capital, administrative and infrastructure upgrades.

Budget Risks. Personnel costs comprise 69% of USTR's budget, travel 11% and all other services 20% (primarily fixed costs of operating). With 80% of the dollars in areas where there are large and immediate "built in" cost increases year to year, such as pay raises and cost of international travel and per diem, relatively modest changes in budget levels have a major and direct impact on USTR's program. Importantly, USTR does not operate on a "fixed size" program. In fact, the program keeps growing year to year with substantial "out-year budgetary tails" driven by negotiation and implementation successes. USTR operates on an extensive negotiation, implementation, monitoring, and enforcement cycle. For every bilateral or multilateral initiative, first there is the upfront effort to negotiate an agreement followed by full implementation according to the terms of the agreement. Once negotiated and implemented, USTR, working with other agencies, monitors U.S. trading partners' compliance with our agreements. When our partners do not live up to their commitments, USTR will enforce the agreements through litigation and others tools available in the agreement to ensure compliance. USTR also must be ready to respond to any of the allegations brought against the United States. Monitoring and enforcement of agreements will require constant vigilance and commitment of resources as long as the agreements remain in effect. As the United States and our trading partners assume more obligations through both bilateral and multilateral agreements, the potential for litigation and for other forms of dispute resolution increases. Without a steady and appropriate increase beyond what is necessary to adjust for Cost of Living Allowance (COLA) and other similar changes, it may be necessary to limit or reduce USTR initiatives.

Other Resource Risks. Accomplishing the strategic goals requires continuous coordination with other Federal agencies through many mechanisms and forms. USTR will continue to benefit from professionals joining the USTR team who are detailed from other Federal agencies on a non-reimbursable basis to perform a range of negotiation, enforcement and economic functions. Throughout the plan's timeframe, USTR will need to maintain a level of at least 35 trade professionals detailed from other agencies; this number is expected to grow beyond 40. In addition, USTR relies on other Federal agencies to assist in conducting negotiations and compliance activities, where those agencies share responsibility for these functions. Where USTR incurs expenses for logistics and support costs in serving as the lead agency in negotiations, USTR will seek appropriate financial support from the other participating agencies. USTR is committed to working with its interagency partners to allocate and deploy sufficient resources to achieve the trade policy objectives it has been tasked to lead and accomplish.

APPENDIX III. Relationship between Annual Program Performance Goals and the Agency's Strategic Plan Framework

Goal 1: Open Foreign Markets

Creating new opportunities for U.S. commerce involves the identification and dismantling of barriers to trade and investment. This objective is addressed through annual performance goals that describe numerous multilateral, bilateral and sectoral trade agreements, in various stages of completion. USTR also participates in the negotiation of non-trade agreements, *e.g.*, multilateral environmental agreements.

A new feature of this strategic goal is the integration of emerging economies into the global rules-based trading system, while helping to build their capacity to realize the full benefits of trade liberalization and protecting the environment and worker rights. These trade capacity building initiatives are addressed through technical assistance designed and executed in conjunction with other U.S. Government agencies. Other applications of this strategic goal affect the annual performance goals of the preference systems. Other annual goals address efforts to protect worker rights and the environment through the use of cooperative activities linked to Free Trade Areas.

The third major feature of this strategic goal is to effectively represent U.S. interests in international bodies established under multilateral and other administrative agreements. Annual performance goals will measure the Agency's work with the WTO, the World Bank and many other organizations. The accomplishment of all annual performance goals will be published in the Trade Policy Agenda and the Annual Report of the President on the Trade Agreements Program.

Goal 2: Monitoring and Enforcing U.S. Rights

A critical factor in attaining this goal is the annual review of trade agreements listed in another appendix to this report (Appendix X). USTR identifies strategies for resolving implementation problems, where they exist. It is important to note that annual monitoring of compliance extends to FTA labor and environment provisions. Other annual goals speak to the identification of cases where WTO or FTA dispute settlement procedures and/or U.S. trade statutes are the most effective means to address a dispute. Annually, we also analyze dispute settlement procedures and work to clarify and improve the rules. Since the establishment of the WTO in 1994, the U.S. has filed 73 disputes at the WTO, thus far successfully concluding 44 of them by settling 23 cases favorably and prevailing on 21 others through litigation in WTO panels and the Appellate Body.

Goal 3: Developing Strategic and Transparent Policy

This strategic goal covers the core of USTR's important coordinating and consultative functions. By statute, USTR is the principal advisor to the President on trade policy and the principal coordinator of trade policy development within the Executive Branch. Under the Trade

Expansion Act of 1962, the President established an interagency trade policy mechanism to assist with the implementation of these responsibilities. This organization, as it has evolved, consists of three tiers of committees: the Trade Policy Staff Committee (TPSC), the Trade Policy Review Group (TPRG) and the National Security Council/National Economic Council (NSC/NEC). The formulation of trade policy requires extensive consultation with 20 other Executive Branch agencies (Appendix VI), the Congress (Appendix VII), the Advisory Committee System (Appendix VIII), sub-federal governments, the public, and our trading partners.

The Advisory Committee System, established by Congress under the Trade Act of 1974, as amended, was created to ensure that U.S. trade policy and trade negotiation objectives adequately reflect U.S. commercial and economic interests. The trade policy advisory committee system currently consists of 27 advisory committees. The system is arranged in three tiers: the President's Advisory Committee for Trade Policy and Negotiations (ACTPN); four policy advisory committees; and 22 technical and sectoral advisory committees. The President directly appoints up to 45 ACTPN members for two-year renewable terms to provide overall policy advice on trade matters. The ACTPN is administered by USTR. The four policy advisory committees are managed by USTR alone, or in conjunction with the Department of Agriculture, the Department of Labor or the Environmental Protection Agency. The 22 sectoral and technical advisory committees are organized in two areas: industry and agriculture, and are managed jointly by USTR and the Departments of Commerce or Agriculture, respectively.

The annual goals related to this strategic goal include a commitment to ensure that only the most sensitive and/or important decisions are sent to Deputies/Undersecretaries at the TPRG; a commitment to consult with Congressional Committees and staffs on the U.S. trade agenda; and a commitment to respond to Congressional correspondence in a complete and timely manner. For the advisory committees, the annual goals related to this strategic goal include regularly convening meetings of the advisory committees; and communicating by regular conference calls with the advisory committee chairpersons to inform them of current developments. Another important commitment related to this strategic goal is to ensure greater public comment for trade policy initiatives.

Goal 4: Effectively Communicating Trade Benefits

The USTR is the President's primary advisor and spokesperson on trade policy, and is frequently called upon to provide advice to the President, testify before the Congress, and assist state and local governmental and non-governmental interests to achieve their trade and investment goals.

Additionally, an increase in national interest in the U.S. trade agenda has brought an increase in inquiries and requests from the press and public for USTR to provide information about U.S. trade policy. As trade plays an increasingly significant role in our nation's economic growth, USTR has become increasingly aware of its responsibility to communicate effectively a trade policy that is designed to create jobs, improve the standard of living for all Americans, and further sustainable development. Several specific objectives work to support this strategic goal. They include: the creation of a USTR-wide proactive communications strategy to explain the benefits of trade to domestic constituents and interest groups; the enhancement of state and local government outreach and education efforts on the benefits of trade; an Administration-wide

message on the benefits of free and fair trade; and the development, in consultation with other agencies, the Congress and interested stakeholders of a common message to foreign countries on the benefits of free and fair trade.

Goal 5: Achieving Organizational Excellence

Effective communication and effective implementation of the major goals presented in the Strategic Plan require a workforce that is competent, motivated, and representative of the diversity of the American population. It also requires a supportive work setting for USTR's employees that is safe, secure, and provides the office automation tools needed for the efficient conduct of agency business. USTR's employees are its most valuable asset. USTR, through its annual goals, will implement multi-year strategic goals in human capital planning, including succession planning, space modernization and expansion, continuity of operations and physical security, training and IT improvements.

APPENDIX IV: Description of Program Evaluations

USTR will be using OPM's Human Capital Assessment & Accountability Framework. This accountability system provides a consistent means to monitor and analyze USTR performance on all aspects of human capital management policies, programs and activities, which must themselves support mission accomplishment and be effective, efficient and in compliance with merit system principles. As part of the accountability system, the Federal Human Capital Survey will measure our employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present at USTR. Results of the USTR accountability system will inform the development of the human capital goals and objectives, in conjunction with our strategic planning and performance budgets.

The strategic plan contains a number of evaluations. The following list is drawn from the plan and will be conducted over the next five fiscal years:

- Design a questionnaire and obtain feedback from members of the interagency process to ensure that fair procedures are equitably implemented.

- Use the U.S. International Trade Commission to evaluate trade barriers in other countries and import sensitivities in our own.

- Initiate a system through which USTR negotiators can assess the work of personnel participating on interagency teams based in part on feedback from their agencies.

- Initiate a program for providing recognition and awards to personnel from other agencies that participate in USTR negotiating teams.

- Survey economic research tools available to USTR staff, including trade and related data bases, library resources and appropriate software and reduce USTR's dependence on other agencies for these tools.

- Assess USTR's negotiating capabilities in key technical subject areas, such as intellectual property protection, standards, and sanitary and phytosanitary measures with a view to adjusting resources where warranted.

- Annual reviews of trade policy and monitoring of trade agreements in the Annual Report of the President on the Trade Agreements Program and the National Trade Estimate Report.

APPENDIX V: Legislative Background: A History of Growing Responsibility and Authority

By law, USTR plays the leading role in the development of policy on trade and trade-related investment, as well as in the coordination of the interagency process on trade policy formulation. Under the Trade Expansion Act of 1962, the President established an interagency trade policy mechanism to assist with the implementation of these responsibilities. This organization, as it has evolved, consists of three tiers of committees: the Trade Policy Staff Committee (TPSC), the Trade Policy Review Group (TPRG), and the National Economic Council (NEC). Together, these committees constitute the principal mechanism for developing and coordinating U.S. Government positions on international trade and trade-related investment issues.

The Trade Expansion Act of 1962 required the President to appoint a Special Representative for Trade Negotiations and established an interagency trade organization to make recommendations to the President on policy issues arising from trade agreements. Through this legislation, Congress intended to better balance competing domestic and international interest in formulating and negotiating U.S. trade policy. The new Special Trade Representative was to serve as the chief representative for trade negotiations authorized under the Act and other trade negotiations authorized by the President.

Through executive orders issued in 1963, President John Kennedy created a new Office of the Special Trade Representative for Trade Negotiations (STR) in the Executive Office of the President and designated two new Deputies, one in Washington, D.C., and the other in Geneva, Switzerland. Through the mid-1960's STR had the chief responsibility for U.S. participation in the Kennedy Round of multilateral trade negotiations held under the auspices of General Agreement on Tariffs and Trade (GATT).

In the 1970s, the Congress substantially expanded the responsibilities of STR. Section 141 of the Trade Act of 1974 provided a legislative charter for STR as part of the Executive Office of the President and made it responsible for the trade agreements program under the Tariff Act of 1930, the Trade Expansion Act of 1962, and the Trade Act of 1974. The 1974 Act also made STR directly accountable to both the President and the Congress for these and other responsibilities. Through the 1974 Act, Congress also indicated its intent to elevate the Special Trade Representative to cabinet level status, by including the STR in the list of positions at level I of the Executive Schedule of salaries.

Reorganization Plan No. 3 of 1979 consolidated and further broadened STR's responsibilities. The 1979 reorganization and Executive Order 12188 of the next year renamed STR as the Office of the United States Trade Representative (USTR), centralized U.S. Government policy-making and negotiating functions for international trade, and greatly expanded USTR. These changes:

Gave USTR lead responsibility for conducting international trade negotiations on behalf of the United States;

Assigned overall responsibility to USTR for developing and coordinating of U.S. trade policy implementation;

Designated the Trade Representative as the principal advisor to, and chief spokesperson for, the President on trade agreements and trade policy, and as advisor on the impact of international trade on the other U.S. Government policies;

Made USTR responsible for asserting and protecting "the rights of the United States under bilateral and multilateral international trade and commodity agreements." This responsibility is exercised in conjunction with the Department of Commerce, which monitors "compliance with international trade agreements to which the United States is a party;"

Made the Trade Representative the Vice Chairman of the Overseas Private Investment Corporation (OPIC) and a non-voting member of the Export-Import Bank board of directors. The President's message to Congress transmitting the reorganization plan made the USTR a member of the National Advisory Committee on International Monetary and Financial Policies; and

Gave USTR lead responsibility for direct investment policy and negotiations. A separate Memorandum of Understanding between USTR and the Department of State spells out specific responsibilities for the two agencies in the OECD, UNCTAD, and other multilateral and bilateral activities. The Department of State serves as chief representative to the OECD Committee on Investment and Multilateral Enterprises and its subgroups (except for the subgroup on National Treatment), including the OECD Working Group on Bribery.

The U.S. Trade Representative's authority was again enhanced through the Omnibus Trade and Competitiveness Act of 1988. Section 1601 of the 1988 legislation codified the status and responsibilities of USTR previously established through Reorganization Plan No. 3 and Executive Order 12188. In so doing, the legislation reinforced the Congressional-Executive Partnership for the conduct of U.S. trade policy. Among those enumerated responsibilities were:

- To have primary responsibility for developing and coordinating the implementation of U.S. international trade policy.

- To serve as the principal advisor to the President on international trade policy and advise the President on the impact of the other U.S. Government policies on international trade;

- To have lead responsibility for the conduct of, and be chief U.S. representative for, international trade negotiations, including commodity and direct investment negotiations;

- To coordinate trade policy with other agencies;

- To act as the principal international trade policy spokesperson of the President;

To report and be responsible to the President and the Congress on the administration of the Trade Agreements Program, and to advise on non-tariff barriers, international commodity agreements, and other matters relating to the Trade Agreements Program; and

To be Chairman of the Trade Policy Committee.

The 1988 legislation also included a Sense of the Congress statement that the USTR should be the senior representative on any body the President establishes to advise him on overall economic policies in which international trade matters predominate and that the USTR should be included in all economic summits and other international meetings in which international trade is a major topic. Finally, Section 1301 of the 1988 Act further elevated the importance of USTR in trade matters by assigning to USTR authority to determine what actions to take under Section 301, subject to specific direction, if any, from the President.

Section 621(a)(8) of the Uruguay Round Agreements Act, enacted in 1994, specifies that USTR has lead responsibility for all negotiations under the auspices of the WTO.

The Trade and Development Act of 2000 created within USTR the position of Chief Agricultural Negotiator and included a Sense of Congress calling for USTR to maintain the position of Assistant United States Trade Representative for African Affairs. The principal function of the Chief Agricultural Negotiator is to conduct trade negotiations and enforce trade agreements relating to United States agricultural products and services. The Assistant United States Trade Representative for African Affairs serves as the chief advisor to the U.S. Trade Representative on issues of trade and investment with Africa and serves as coordinator and point of contact within the Administration on such issues.

The Trade Act of 2002 provided the President with Trade Promotion Authority through July 1, 2005, with the possibility of extending these special procedures for approving trade agreements and implementing legislation to July 1, 2007. Under this Act and Executive Order 13277, the USTR has additional responsibilities to work with Congress, interagency organizations, and private sector advisors in the development and achievement of U.S. objectives in the international trade arena. Pursuant to the Trade Act of 2002, the USTR has notified Congress of negotiations in the World Trade Organization and negotiations to conclude the Free Trade Area of the Americas as well as free trade agreements with Singapore, Chile, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic, Morocco, Australia, the South African Customs Union, Bahrain, the United Arab Emirates, Panama, Peru, Colombia and Ecuador, Thailand, Oman, Korea, and Malaysia. USTR has consulted closely with Congress before and during these negotiations, including through the Congressional Oversight Group created under the 2002 Act. Since 2002, USTR has concluded free trade agreements with Singapore, Chile, Australia, Morocco, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic, Bahrain, Oman, Peru, Colombia, Panama and Korea following the guidance and procedures set out in the 2002 Act.

APPENDIX VI: Executive Branch Agencies on the Trade Policy Staff Committee and the Trade Policy Review Group

Council of Economic Advisors

Council on Environmental Quality

Department of Agriculture

Department of Commerce

Department of Defense

Department of Energy

Department of Health and Human Services

Department of Homeland Security

Department of Interior

Department of Justice

Department of Labor

Department of State

Department of Transportation

Department of Treasury

Environmental Protection Agency

Agency for International Development

National Economic Council

National Security Council

Office of Management and Budget

Office of the United States Trade Representative – Chairman

U.S. International Trade Commission (non-voting member)

APPENDIX VII: Congressional Committees Consulted on Trade Policy

Primary jurisdiction:

House Ways and Means Committee
Senate Finance Committee
Leadership Office of the House
Leadership Office of the Senate

Other House committees:

- Appropriations
- Agriculture
- Banking
- International Relations
- Judiciary
- Commerce
- Financial Services
- Oversight and Government Reform
- Natural Resources

Other Senate committees:

- Appropriations
- Agriculture
- Banking
- Commerce
- Foreign Relations
- Judiciary
- Environment and Public Works
- Government Affairs

APPENDIX VIII: List of Advisory Committees

	Coordinating Agency	Members
Advisory Committee for Trade Policy and Negotiations (ACTPN)	[USTR]	27
Agricultural Policy Advisory Committee for Trade (APAC)	[Agriculture]	37
Agricultural Technical Advisory Committee for Trade (ATACs):	[Agriculture]	
Animal and Animal Products		34
Fruits and Vegetables		34
Tobacco, Cotton and Peanuts		25
Sweeteners		25
Grains, Feed and Oilseeds		37
Processed Foods		30
Industry Trade Advisory Committees (ITACs):	[Commerce]	
ITAC 1: Aerospace Equipment		21
ITAC 2: Automotive Equipment and Capital Goods		27
ITAC 3: Chemicals, Pharmaceuticals, Health Science Products and Services		36
ITAC 4: Consumer Goods		16
ITAC 5: Distribution Services		15
ITAC 6: Energy and Energy Services		12
ITAC 7: Forest Products		18
ITAC 8: Info. & Communications Technology Svcs & Electronic Commerce		30
ITAC 9: Non-Ferrous Metals and Building Products		22
ITAC 10: Services and Finance Services		31
ITAC 11: Small and Minority Business		20
ITAC 12: Steel		15
ITAC 13: Textiles and Clothing		36
ITAC 14: Customs Matters and Trade Facilitation		15
ITAC 15: Intellectual Property Rights		19
ITAC 16: Standards and Technical Trade Barriers		16
Intergovernmental Policy Advisory Committee (IGPAC)	[USTR]	30
Labor Advisory Committee (LAC)	[Labor]	23
Trade Advisory Committee for Africa (TACA)	[USTR]	27
Trade and Environment Policy Advisory Committee (TEPAC)	[USTR]	24
TOTAL MEMBERS		702

APPENDIX IX: Current Dispute Settlement Proceedings

I. WTO

A. Disputes in which the United States is a plaintiff

- Argentina - Patent protection for pharmaceuticals and test data protection for agricultural chemicals
- China – Auto parts
- China – Enforcement and protection of intellectual property rights
- China – Market access for copyright-intensive products and services
- China – Prohibited subsidies
- EU - Aircraft subsidies
- EU - Bananas
- EU - Ban on meat from animals produced with growth promoting hormones
- EU - Selected customs matters
- EU - Measures affecting the approval and marketing of biotech products
- EU - Protection of trademarks and geographic indications for agricultural products and foodstuffs
- India - Alcohol tariffs
- Mexico - Definitive antidumping measures on beef and rice
- Turkey - Rice
- Venezuela - Import licensing

B. Disputes in which the United States is a defendant

- United States - 1916 Act (EU/Japan)
- United States - Section 110(5) of the Copyright Act (EU)
- United States - Section 211 U.S. Omnibus Appropriations Act (EU)
- United States - Antidumping duties on hot-rolled steel products from Japan (Japan)
- United States - Domestic support for agriculture (Brazil)

- United States - Domestic support for agriculture (Canada)
- United States - Continued Dumping and Subsidy Offset Act of 2000 (EU/Japan et al)
- United States - Cotton Subsidies (Brazil)
- United States - Countervailing duties on steel plate from Mexico (Mexico)
- United States - Gambling and betting services (Antigua & Barbuda)
- United States - "Zeroing" (EU)
- United States - "Zeroing" II (EU)
- United States - "Zeroing" (Japan)
- United States - "Zeroing" (Mexico)
- United States - UK Steel Bar (EU)
- United States - Aircraft subsidies (EU)
- United States - Provisional antidumping measures on shrimp from Thailand (Thailand)
- United States - Hormones sanctions (EU)
- United States - Stainless steel antidumping (Mexico)
- United States - Shrimp bonding requirements (India)
- United States - Shrimp bonding requirements (Thailand)

C. Disputes in which the United States is a third-party

- Brazil - Tires (EU)
- Canada - Hormones retaliation (EU)
- China - Auto parts (EU)
- China - Auto parts (Canada)
- Colombia - Customs measures (Panama)
- EU - Salmon (Norway)
- India - Liquor taxes (EU)
- Japan - Semiconductor CVD (Korea)

II. NAFTA - CHAPTER 20

A. Disputes in which the United States is a plaintiff

- Mexico - Small parcel delivery
- Cross border trucking and scheduled bus services

B. Disputes in which the United States is a defendant

- Cross-border Mexican trucking services
- Mexico - Cross border scheduled bus services
- Mexico - Sweeteners

APPENDIX X: U.S. Trade-Related Agreements and Declarations

I. Agreements That Have Entered Into Force

Following is a list of trade agreements entered into by the United States since 1984 and monitored by the Office of the United States Trade Representative for compliance.

Multilateral Agreements

- Marrakesh Agreement Establishing the World Trade Organization (signed April 15, 1994) and the Ministerial Decisions and Declarations adopted by the Uruguay Round Trade Negotiations Committee on December 15, 1993

  a. Multilateral Agreements on Trade in Goods

     i. General Agreement on Tariffs and Trade 1994
     ii. Agreement on Agriculture
     iii. Agreement on the Application of Sanitary and Phytosanitary Measures
     iv. Agreement on Technical Barriers to Trade
     v. Agreement on Trade-Related Investment Measures
     vi. Agreement on Implementation of Article VI of the General Agreement on Tariffs and Trade 1994
     vii. Agreement on Implementation of Article VII of the General Agreement on Tariffs and Trade 1994
     viii. Agreement on Preshipment Inspection
     ix. Agreement on Rules of Origin
     x. Agreement on Import Licensing Procedures
     xi. Agreement on Subsidies and Countervailing Measures
     xii. Agreement on Safeguards
     xiii. Information Technology Agreement (ITA) (March 26, 1997)

  b. General Agreement on Trade in Services

     i. Basic Telecommunications Services Agreement (February 15, 1997)
     ii. Financial Services Agreement (March 1, 1999)

  c. Agreement on Trade-Related Aspects of Intellectual Property Rights

  d. Plurilateral Trade Agreements

     i. Agreement on Trade in Civil Aircraft (April 12, 1979; amended in 1986)
     ii. Agreement on Government Procurement (April 15, 1994)

- International Tropical Timber Agreement (successor to the 1983 International Tropical Timber Agreement signed January 26, 1994; entered into force January 1, 1997)

- International Coffee Agreement (successor to the 1994 International Coffee Agreement; entered into force provisionally October 1, 2001 and definitively May 17, 2005; U.S. Instrument of accession deposited February 3, 2005)

- North American Free Trade Agreement (signed December 17, 1992; implementing legislation signed December 8, 1993, entered into force January 1, 1994)

    i. Agreement with Mexico and Canada to a first round of NAFTA Accelerated Tariff Elimination (March 26, 1997)

    ii. Agreement with Mexico and Canada to a second round of NAFTA Accelerated Tariff Elimination (July 27, 1998)

    iii. Agreement with Mexico to a third round of NAFTA Accelerated Tariff Elimination (November 29, 2000)

    iv. Agreement with Mexico to a fourth round of NAFTA Accelerated Tariff Elimination (December 5, 2001)

    v. Agreement with Mexico and Canada on adjustments to the NAFTA Rules of Origin (November 27, 2002)

    vi. Agreement with Mexico and Canada on adjustments to the NAFTA Rules of Origin (October 8, 2004)

    vii. Agreement with Mexico and Canada on adjustments to the NAFTA Rules of Origin (March 8, 2006)

- North American Agreement on Environmental Cooperation (1993)

- North American Agreement on Labor Cooperation (1993)

- Statement Concerning Semiconductors by the European Commission and the Governments of the United States, Japan, and Korea. (June 10, 1999)

- Agreement on Mutual Acceptance of Oenological Practices (December 18, 2001)

- The Dominican Republic-Central America-United States Free Trade Agreement (signed August 4, 2004 with Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic; entered into force with: the Dominican Republic (March 1, 2007); El Salvador (March 1, 2006); Guatemala (July 1, 2006); Honduras (April 1, 2006); and Nicaragua (April 1, 2006).

- Agreement Establishing a Secretariat for Environmental Matters Under the Dominican Republic – Central America – United States Free Trade Agreement (August 25, 2006)

- Agreement on Duty-Free Treatment of Multi-Chips Integrated Circuits (MCPs) (January 18, 2006) (Korea, Taiwan, Japan, European Union and the United States)

- Agreement on Requirements for Wine Labeling (January 23, 2007) (Australia, Argentina, Canada, Chile, New Zealand and the United States)

Bilateral Agreements

Albania

- Agreement on Bilateral Trade Relations (May 14, 1992)

- Bilateral Investment Treaty (January 4, 1998)

Argentina

- Private Courier Mail Agreement (May 25, 1989)

- Bilateral Investment Treaty (October 20, 1994)

Armenia

- Agreement on Bilateral Trade Relations (April 7, 1992)

- Bilateral Investment Treaty (March 29, 1996)

Australia

- Settlement on Leather Products Trade (November 25, 1996)

- Understanding on Automotive Leather Subsidies (June 20, 2000)

- Agreement to Implement Phase I of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (October 19, 2002)

- United States -Australia Free Trade Agreement (signed May 18, 2004; entered into force January 1, 2005)

Azerbaijan

- Agreement on Bilateral Trade Relations (April 21, 1995)

- Bilateral Investment Treaty (August 2, 2001)

Bahrain

- Bilateral Investment Treaty (May 30, 2001)
- United States-Bahrain Free Trade Agreement (signed January 19, 2004, entered into force August 1, 2006)

Bangladesh

- Bilateral Investment Treaty (July 25, 1989)

Belarus

- Agreement on Bilateral Trade Relations (February 16, 1993)

Bolivia

- Bilateral Investment Treaty (June 6, 2001)

Brazil

- Memorandum of Understanding between the Government of Brazil and the Government of the United States Concerning Trade Measures in the Automotive Sector (March 16, 1998)

Bulgaria

- Agreement on Trade Relations (November 22, 1991)
- Bilateral Investment Treaty (June 2, 1994; amended January 1, 2007)
- Agreement Concerning Intellectual Property Rights (July 6, 1994)

Cambodia

- Agreement Between the United States of America and the Kingdom of Cambodia on Trade Relations and Intellectual Property Rights Protection (October 8, 1996)

Cameroon

- Bilateral Investment Treaty (April 6, 1989)

Canada

- Agreement on Salmon & Herring (May 11, 1993)

- Agreement Regarding Tires (May 25, 1993)
- Memorandum of Understanding on Provincial Beer Marketing Practices (August 5, 1993)
- Agreement on Ultra-High Temperature Milk (September 1993)
- Agreement on Beer Market Access in Quebec and British Columbia Beer Antidumping Cases (April 4, 1994)
- Agreement on Salmon & Herring (April 1994)
- Agreement on Barley Tariff-Rate Quota (September 8, 1997)
- Record of Understanding on Agriculture (December 1998)
- Agreement on Magazines (Periodicals) (May 1999)
- Agreement on Implementation of the WTO Decision on Canada's Dairy Support Programs (December 1999)
- Agreement to Implement Phase I of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (January 17, 2002)
- Agreement to Implement Phase II of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (January 28, 2003)
- United States-Canada Understanding on Implementation of the Decision of the WTO General Council of August 30, 2003, on "Implementation of Paragraph 6 of the Doha Declaration on the TRIPS Agreement and Public Health" as Interpreted by the Accompanying Statement of the Chairman of the General Council of the Same Date (July 16, 2004)
- Softwood Lumber Agreement Between the Government of the United States of America and the Government of Canada (SLA 2006) (October 12, 2006)
- Technical Arrangement Between the United States and Canada concerning Trade in Potatoes (November 1, 2007)

Chile

- United States-Chile Free Trade Agreement (signed June 6, 2003, entered into force January 1, 2004)

China

- Accord on Industrial and Technological Cooperation (January 12, 1984)
- Memorandum of Understanding on the Protection of Intellectual Property Rights (January 17, 1992)
- Memorandum of Understanding on Prohibiting Import and Export in Prison Labor Products (June 18, 1992)
- Memorandum of Understanding Concerning Market Access (October 10, 1992)
- Agreement on Trade Relations Between the United States of America and the People's Republic of China (signed July 7, 1979; entered into force February 1, 1980)
- Agreement on Providing Intellectual Property Rights Protection (February 26, 1995)
- Report on China's Measures to Enforce Intellectual Property Protections and Other Measures (June 17, 1996)
- Interim Agreement on Market Access for Foreign Financial Information Companies (Xinhua) (October 24, 1997)
- Bilateral Agriculture Agreement (April 10, 1999)
- Memorandum of Understanding Between China and the United States Regarding China's Value-Added Tax on Integrated Circuits (July 14, 2004)
- Memorandum of Understanding between the Governments of the United States of America and the People's Republic of China Concerning Trade in Textile and Apparel Products (November 8, 2005)
- Memorandum of Understanding between the United States of America and the People's Republic of China Regarding Certain Measures Granting Refunds, Reductions, or Exemptions from Taxes or Other Payments (November 29, 2007)

Colombia

- Memorandum of Understanding on Trade in Bananas (January 9, 1996)
- Exchange of Letters between the United States and Colombia on Sanitary and Phyto-sanitary Measures and Technical Barriers to Trade Issues for the United States Andean Trade Promotion Agreement (February 27, 2006)
- Exchange of Letters between United States and Colombia on Beef Sanitary and Phyto-sanitary Issues (August 21, 2006)

Congo, Democratic Republic of the (formerly Zaire)

- Bilateral Investment Treaty (July 28, 1989)

Congo, Republic of the

- Bilateral Investment Treaty (August 13, 1994)

Costa Rica

- Memorandum of Understanding on Trade in Bananas (January 9, 1996)
- Agreement on Trade in Textile and Apparel Goods (December 1, 2006)

Croatia

- Memorandum of Understanding on Intellectual Property Rights (May 26, 1998)
- Bilateral Investment Treaty (June 20, 2001)

Czech Republic

- Bilateral Investment Treaty (December 19, 1992; amended May 1, 2004)

Dominican Republic

- Exchange of Letters between the United States and the Dominican Republic on Trade in Textiles (October 21, 2006)

Ecuador

- Agreement on Intellectual Property Rights Protection (October 15, 1993)
- Bilateral Investment Treaty (May 11, 1997)

Egypt

- Bilateral Investment Treaty (June 27, 1992)

El Salvador

- Exchange of Letters on Trade in Textiles and Apparel Goods (January 27, 2006)

Estonia

- Bilateral Investment Treaty (February 16, 1997; amended May 1, 2004)

European Economic Area – European Free Trade Association (EEA EFTA States -- Norway, Iceland, and Liechtenstein)

- Agreement on Mutual Recognition Between the United States of America and the EEA EFTA States (signed October 17, 2005; entered into force March 1, 2006).

- Agreement Between the United States of America and the EEA EFTA States on the Mutual Recognition of Certificates of Conformity for Marine Equipment (signed October 17, 2005; entered into force March 1, 2006)

European Union

- Wine Accord (July 1983)

- Agreement for the Conclusion of Negotiations Between the United States and the European Community under GATT Article XXIV:6 (January 30, 1987)

- Agreement on Exports of Pasta with Settlement, Annex and Related Letter (September 15, 1987)

- Agreement on Canned Fruit (updated) (April 14, 1992)

- Agreement Concerning the Application of the GATT Agreement on Trade in Civil Aircraft (July 17, 1992)

- Agreement on Meat Inspection Standards (November 13, 1992)

- Corn Gluten Feed Exchange of Letters (December 4 and 8, 1992)

- Malt-Barley Sprouts Exchange of Letters (December 4 and 8, 1992)

- Oilseeds Agreement (December 4 and 8, 1992)

- Agreement on Recognition of Bourbon Whiskey and Tennessee Whisky as Distinctive U.S. Products (March 28, 1994)

- Memorandum of Understanding on Government Procurement (April 15, 1994)

- Letter on Financial Services Confirming Assurances to Provide Full MFN and National Treatment (July 14, 1995)

- Agreement on EU Grains Margin of Preference (signed July 22, 1996; retroactively effective December 30, 1995)

- Exchange of Letters Concerning Implementation of the Marrakesh Agreement Establishing the World Trade Organization and Related Matters (June 26, 1996)

- Exchange of Letters between the United States of America and the European Community on a Settlement for Cereals and Rice, and Accompanying Exchange of Letters on Rice Prices (July 22, 1996)

- Agreement for the Conclusion of Negotiations between the United States of America and the European Community under GATT Article XXIV:6, and Accompanying Exchange of Letters (signed July 22, 1996; retroactively effective December 30, 1995)

- Tariff Initiative on Distilled Spirits (February 28, 1997)

- Agreement on Global Electronic Commerce (December 9, 1997)

- Agreed Minute on Humane Trapping Standards (December 18, 1997)

- Agreement on Mutual Recognition Between the United States of America and the European Community (signed May 18, 1997; entered into force December 1, 1998)

- Agreement between the United States and the European Community on Sanitary Measures to Protect Public and Animal Health in Trade in Live Animals and Animal Products (July 20, 1999)

- Understanding on Bananas (April 11, 2001)

- Agreement on the Mutual Acceptance of Oenological Practices (December 18, 2001)

- Agreement between the United States of America and the European Community on the Mutual Recognition of Certificates of Conformity for Marine Equipment (July 1, 2004)

- Agreement in the Form of an Exchange of Letters Between the United States and the European Community Relating to the Method of Calculation of Applied Duties for Husked Rice (June 30, 2005; retroactively effective March 1, 2005)

- Agreement Between the United States and European Community on Trade in Wine (March 10, 2006)

- Accession of the Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia, and the Slovak Republic to the European Union (exchange of letters was finalized on March 22, 2006)

- Agreement for the Conclusion of Negotiations between the United States of America and the European Community under GATT Article XXIV:6, and Accompanying Exchange of Letters (signed March 22, 2006)

Georgia

- Agreement on Bilateral Trade Relations (August 13, 1993)
- Bilateral Investment Treaty (August 17, 1997)

Grenada

- Bilateral Investment Treaty (March 3, 1989)

Guatemala

- Agreement on Trade in Textiles and Apparel Goods (June 23, 2006)

Hong Kong

- Agreement to Implement Phase I and Phase II of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (April 4, 2005)
- Memorandum of Understanding Between the United States of America and the Hong Kong Special Administrative Region Concerning Cooperation in Trade in Textile and Apparel Goods (August 1, 2005)

Honduras

- Memorandum of Understanding on Worker Rights (November 15, 1995)
- Bilateral Investment Treaty (July 11, 2001)
- Exchanges of Letters on Trade in Textiles and Apparel Goods (March 7, 2006)

Hungary

- Agreement on Trade Relations (July 7, 1978)
- Agreement on Intellectual Property Rights Protection (September 29, 1993)

India

- Agreement Regarding Indian Import Policy for Motion Pictures (February 5, 1992)
- Reduction of Tariffs on In-Shell Almonds (May 27, 1992)
- Agreement on Intellectual Property Rights Protection (March 1993)

- Agreement on Import Restrictions (December 28, 1999)
- Agreement on Textile Tariff Bindings (September 15, 2000)

Indonesia

- Conditions for Market Access for Films and Videos into Indonesia (April 1992)
- Memorandum of Understanding with Indonesia Concerning Cooperation in Trade in Textile and Apparel Goods (September 26, 2006)

Israel

- United States-Israel Free Trade Agreement (August 19, 1985)
- United States-Israel Agreement on Trade in Agriculture (December 4, 1996)
- United States-Israel Agreement on Almonds and Certain Other Agricultural Trade Issues (November 30, 1997)
- United States-Israel Agreement Concerning Certain Aspects of Trade in Agricultural Products (July 27, 2004)

Jamaica

- Agreement on Intellectual Property (February 1994)
- Bilateral Investment Treaty (March 7, 1997)

Japan

- Market-Oriented Sector-Selective (MOSS) Agreement on Medical Equipment and Pharmaceuticals (January 9, 1986)
- Exchange of Letters Regarding Tobacco (October 6, 1986)
- Science and Technology Agreement (June 20, 1988; extended June 16, 1993)
- Measures Concerning Cellular Telephone and Third Party Radio System Telecommunications Issues (June 28, 1989)
- Procedures to Introduce Supercomputers (June 15, 1990)
- Measures Relating to Wood Products (June 15, 1990)

- Policies and Procedures Regarding Satellite Research and Development/Procurement (June 15, 1990)
- Policies and Procedures Regarding International Value-Added Network Services and Network Channel Terminating Equipment (July 31, 1990)
- Joint Announcement on Amorphous Metals (September 21, 1990)
- Measures Further to 1990 Policies and Procedures regarding International Value-Added Network Services (April 27, 1991)
- Measures Regarding International Value-Added Network Services Investigation Mechanisms (June 25, 1991)
- United States-Japan Major Projects Arrangement (July 31, 1991; originally negotiated 1988)
- Measures Related to Japanese Public Sector Procurement of Computer Products and Services (January 22, 1992)
- United States-Japan Framework for a New Economic Partnership (July 10, 1993)
- Exchange of Letters Regarding Apples (September 13, 1993)
- United States-Japan Public Works Agreement (January 18, 1994)
- Mutual Understanding on Intellectual Property Rights between the Japanese Patent Office and the U.S. Patent and Trademark Office (January 20, 1994)
- Exchange of Letters Regarding Implementation of the Measures Regarding Cellular Telephone and Third-Party Radio Systems (March 12, 1994)
- Rice (April 15, 1994)
- Harmonized Chemical Tariffs (April 15, 1994)
- Copper (April 15, 1994)
- Market Access (April 15, 1994)
- Actions to be Taken by the Japanese Patent Office and the U.S. Patents and Trademark Office pursuant to the January 20, 1994, Mutual Understanding on Intellectual Property Rights (August 16, 1994)
- Measures by the Government of the United States and the Government of Japan Regarding Insurance (October 11, 1994)

- Measures on Japanese Public Sector Procurement of Telecommunications Products and Services (November 1, 1994)
- Measures Related to Japanese Public Sector Procurement of Medical Technology Products and Services (November 1, 1994)
- Measures Regarding Financial Services (February 13, 1995)
- Policies and Measures Regarding Inward Direct Investment and Buyer-Supplier Relationships (June 20, 1995)
- Exchange of Letters on Financial Services (July 26 and 27, 1995)
- Interim Understanding for the Continuation of Japan-U.S. Insurance Talks (September 30, 1996)
- United States-Japan Insurance Agreement (December 24, 1996)
- Japan's Recognition of U.S.-Grade marked Lumber (January 13, 1997)
- Resolution of WTO dispute with Japan on Sound Recordings (January 13, 1997)
- National Policy Agency Procurement of VHF Radio Communications System (March 31, 1997)
- United States-Japan Enhanced Initiative on Deregulation and Competition Policy (June 19, 1997)
- United States-Japan Agreement on Distilled Spirits (December 17, 1997)
- First Joint Status Report on Deregulation and Competition Policy (May 29, 1998)
- United States-Japan Joint Report on Investment (April 28, 1999)
- Second Joint Status Report on Deregulation and Competition Policy (May 3, 1999)
- United States-Japan Agreement on NTT Procurement Procedures (July 1, 1999)
- Third Joint Status Report on Deregulation and Competition Policy (July 19, 2000)
- Fourth Joint Status Report on Deregulation and Competition Policy (June 30, 2001)
- United States-Japan Economic Partnership for Growth (June 30, 2001)
- First Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy

Initiative (June 25, 2002)

- Second Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy Initiative (May 23, 2003)
- Third Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy Initiative (June 8, 2004)
- Fourth Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy Initiative (November 2, 2005)
- Fifth Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy Initiative (June 29, 2006)
- Sixth Report to the Leaders on the U.S.-Japan Regulatory Reform and Competition Policy Initiative (June 6, 2007)Agreement on Mutual Recognition of Results of Conformity Assessment Procedures Between the United States of America and Japan (U.S.-Japan Telecom MRA) (January 1, 2008)

Jordan

- Agreement Between the United States and Hashemite Kingdom of Jordan on the Establishment of a Free Trade Area (entered into force December 17, 2001)
- Bilateral Investment Treaty (June 12, 2003)

Kazakhstan

- Agreement on Bilateral Trade Relations (February 18, 1993)
- Bilateral Investment Treaty (January 12, 1994)

Korea

- Record of Understanding on Intellectual Property Rights (August 28, 1986)
- Agreement on Access of U.S. Firms to Korea's Insurance Markets (August 28, 1986)
- Record of Understanding Concerning Market Access for Cigarettes (May 27, 1988; amended October 16, 1989)
- Agreement Concerning the Korean Capital Market Promotion Law (September 1, 1988)
- Agreement on the Importation and Distribution of Foreign Motion Pictures (December 30, 1988)

- Agreement on Market Access for Wine and Wine Products (January 18, 1989)
- Investment Agreement (May 19, 1989)
- Agreement on Liberalization of Agricultural Imports (May 25, 1989)
- Record of Understanding on Telecommunications (January 23, 1990)
- Record of Understanding on Telecommunications (February 15, 1990)
- Exchange of Letters Regarding the 1986 Intellectual Property Rights Agreement: Product Pipeline Protection (February 22, 1990)
- Record of Understanding on Beef (March 21, 1990)
- Exchange of Letters on Beef (April 26 and 27, 1990)
- Agreement on Wine Access (December 19, 1990)
- Record of Understanding on Telecommunications (February 7, 1991)
- Agreement on International Value-Added Services (June 20, 1991)
- Understanding on Telecommunications (February 17, 1992)
- Exchange of Letters Relating to Korea Telecom Company's Procurement of AT&T Switches (March 31, 1993)
- Beef Agreements (June 26, 1993; December 29, 1993)
- Record of Understanding on Agricultural Market Access in the Uruguay Round (December 13, 1993)
- Exchange of Letters on Telecommunications Issues Relating to Equipment Authorization and Korea Telecom Company's Procurement (March 29, 1995)
- Agreement on Steel (July 14, 1995)
- Shelf-Life Agreement (July 20, 1995)
- Revised Cigarette Agreement (August 25, 1995)
- Memorandum of Understanding to Increase Market Access for Foreign Passenger Vehicles in Korea (September 28, 1995)
- Exchange of Letters on Implementation of the 1992 Telecommunications Agreement

(April 12, 1996)

- Korean Commitments on Trade in Telecommunications Goods and Services (July 23, 1997)
- Agreement on Korean Motor Vehicle Market (October 20, 1998)
- Exchange of Letters Regarding Tobacco Sector Related Issues (June 14, 2001)
- Exchange of Letters on Data Protection (March 12, 2002)
- Record of Understanding between the Governments of the United States and the Republic of Korea Regarding the Extension of Special Treatment for Rice (February 2005)
- Agreement to Implement Phase I of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (May 10, 2005)

Kyrgyzstan

- Agreement on Bilateral Trade Relations (May 8, 1992)
- Bilateral Investment Treaty (January 12, 1994)

Latvia

- Agreement on Bilateral Trade Relations (August 21, 1992)
- Bilateral Investment Treaty (January 12, 1994; amended May 1, 2004)
- Agreement on Trade & Intellectual Property Rights Protection (January 20, 1995)
- Bilateral Investment Treaty (December 26, 1996)

Lithuania

- Bilateral Investment Treaty (November 22, 2001; amended May 1, 2004)

Laos

- Bilateral Trade Agreement (entered into force February 4, 2005)

Macao

- Memorandum of Understanding with Macao Concerning Cooperation in Trade in Textile and Apparel Goods (August 8, 2005)

Mexico

- Agreement with Mexico on Tire Certification (March 8, 1996)
- Memorandum of Understanding Between the United States and Mexico Regarding Areas of Food and Agriculture Trade (April 4, 2002)
- United States-Mexico Exchange of Letters Regarding Mexico's NAFTA Safeguard on Certain Poultry Products (July 24-25, 2003)
- Understanding Regarding the Implementation of the WTO Decision on Mexico's Telecommunications Services (June 1, 2004)
- Agreement between the U.S. Trade Representative and Secretaria de Economia of the United Mexican State on Trade in Tequila (January 17, 2006)
- Agreement between the U.S. Trade Representative and Secretaria de Economia of the United Mexican State on Trade in Cement (April 3, 2006).
- Agreement between the U.S. Trade Representative and the Secretaria de Economia of the United Mexican State Concerning Duty-Free Treatment of Sweeteners for FY06-FY08 (July 27, 2006)
- Bilateral Agreement on Customs Cooperation regarding Claims of Origin Under FTA Cumulation Provisions (January 26, 2007)

Moldova

- Agreement on Bilateral Trade Relations (July 2, 1992)
- Bilateral Investment Treaty (November 25, 1994)

Mongolia

- Agreement on Bilateral Trade Relations (January 23, 1991)
- Bilateral Investment Treaty (January 1, 1997)

Morocco

- Bilateral Investment Treaty (May 29, 1991)
- United States- Morocco Free Trade Agreement (Agreement signed on May 18, 2004; entered into force January 1, 2006)

Mozambique

- Bilateral Investment Treaty (March 2, 2005)

Nicaragua

- Bilateral Intellectual Property Rights Agreement with Nicaragua (December 22, 1997)
- Exchange of Letters between the United States and Nicaragua on Trade in Textile and Apparel Goods (March 24, 2006)

Norway

- Agreement on Procurement of Toll Equipment (April 26, 1990)

Panama

- Bilateral Investment Treaty (May 30, 1991)
- Agreement on Bilateral Trade Relations (1994)
- Agreement on Cooperation in Agricultural Trade (December 20, 2006)
- Agreement regarding Certain Sanitary and Phytosanitary Measures and Technical Standards Affecting Agricultural Products (December 20, 2006)

Paraguay

- Memorandum of Understanding on Intellectual Property Rights (March 30, 2004; renewed May 2006)

Peru

- Memorandum of Understanding on Intellectual Property Rights (May 23, 1997)
- Exchange of Letters on Sanitary and Phytosanitary Measures and Technical Barriers to Trade Issues for the United States –Peru TPA
  (January 5, 2006)
- Additional Letter Exchange on Sanitary and Phytosanitary Measures and Technical Barriers to Trade Issues for the United States –Peru TPA
  (April 10, 2006)

Philippines

- Protection and Enforcement of Intellectual Property Rights (April 6, 1993)
- Agreement regarding Pork and Poultry Meat (February 13, 1998)

- Memorandum of Understanding with the Philippines Concerning Cooperation in Trade in Textile and Apparel Goods (August 23, 2006)

Poland

- Business and Economic Treaty (August 6, 1994)

Romania

- Agreement on Bilateral Trade Relations (April 3, 1992)
- Bilateral Investment Treaty (January 15, 1994; amended January 1, 2007)

Russia

- Trade Agreement Concerning Most Favored Nation and Nondiscriminatory Treatment (June 17, 1992)
- Joint Memorandum of Understanding on Market Access for Aircraft (January 30, 1996)
- Agreed Minutes regarding exports of poultry products from the United States to Russia (March 15, March 25, and March 29, 1996)
- Agreement on Russian Firearms & Ammunition (April 3, 1996; amended 2003)
- Protocol of the Negotiations between the Experts of Russia and the United States of America on the Issue of U.S. Poultry Meat Imports into the Russian Federation (March 31, 2002)
- Agreement between the Government of the United States of America and the Government of the Russian Federation on Trade in Certain Types of Poultry, Beef and Pork (June 2005)
- Agreement between the Government of the United States of America and the Government of the Russian Federation on Protection and Enforcement of Intellectual Property Rights (November 19, 2006)
- Agreement between the Government of the United States of America and the Government of the Russian Federation on Market Access for Beef and Beef By-Products (November 16, 2006)
- Agreement between the Government of the United States of America and the Government of the Russian Federation on Importation of Pork and Pork By-Products into the Russian Federation (November 19, 2006)

- Agreement between the Government of the United States of America and the Government of the Russian Federation on Inspection of Facilities for Exporting Pork and Poultry to the Russian Federation (November 19, 2006)

- Agreement between the Government of the United States of America and the Government of the Russian Federation on Agricultural Biotechnology (November 19, 2006)

- Agreement between the Government of the United States of America and the Government of the Russian Federation on Establishment of Import licensing Procedures for Imports of Goods Containing Encryption Technology (November 19, 2006)

- Exchange of Letters Between the Government of the United States of America and the Government of the Russian Federation on Tariff Treatment of Certain Aircraft Imported Under Operational Lease (November 19, 2006)

- Exchange of Letters Between the Ministry of Economic Development and Trade of the Russian Federation and the Office of the U.S. Trade Representative on Tariff Treatment of Certain Combine Harvester-Threshers and Self-Propelled Forage Harvesters (November 19, 2006)

- Letter on Market Access Between the United States and the Russian Federation for Service Suppliers in Certain Energy Related Sectors (November 19, 2006)

- Letter on Market Access Between the United States and the Russian Federation for Certain Insurance Firms (November 19, 2006)

Senegal

- Bilateral Investment Treaty (October 25, 1990)

Singapore

- Agreement on Intellectual Property Rights Protection (April 27, 1987)

- Agreement to Implement Phase I and Phase II of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (October 8, 2003)

- United States-Singapore Free Trade Agreement (signed May 6, 2003; entered into force January 1, 2004)

Slovakia

- Bilateral Investment Treaty (December 19, 1992; amended May 1, 2004)

Sri Lanka

- Agreement on the Protection and Enforcement of Intellectual Property Rights (September 20, 1991)
- Bilateral Investment Treaty (May 1, 1993)

Suriname

- Agreement on Bilateral Trade Relations (1993)

Switzerland

- Exchange of Letters on Financial Services (November 9 and 27, 1995)

Taiwan

- Agreement on Customs Valuation (August 22, 1986)
- Agreement on Export Performance Requirements (August 1986)
- Agreement Concerning Beer, Wine, and Cigarettes (1987)
- Agreement on Turkeys and Turkey Parts (March 16, 1989)
- Agreement on Beef (June 18, 1990)
- Agreement on Intellectual Property Protection (June 5, 1992)
- Agreement on Intellectual Property Protection (Trademark) (April 1993)
- Agreement on Intellectual Property Protection (Copyright) (July 16, 1993)
- Agreement on Market Access (April 27, 1994)
- Telecommunications Liberalization by Taiwan (July 19, 1996)
- Unite States-Taiwan Medical Device Issue: List of Principles (September 30, 1996)
- Agreement on Market Access (February 20, 1998)
- Agreement to Implement Phase I of the Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Equipment (March 16, 1999)
- Understanding on Government Procurement (August 23, 2001)

Tajikistan

- Agreement on Bilateral Trade Relations (November 24, 1993)

Thailand

- Agreement on Cigarette Imports (November 23, 1990)
- Agreement on Intellectual Property Protection and Enforcement (December 19, 1991)

Trinidad and Tobago

- Agreement on Intellectual Property Protection and Enforcement (September 26, 1994)
- Bilateral Investment Treaty (December 26, 1996)

Tunisia

- Bilateral Investment Treaty (February 7, 1993)

Turkey

- Bilateral Investment Treaty (May 18, 1990)
- WTO Settlement Concerning Taxation of Foreign Film Revenues (July 14, 1997)

Turkmenistan

- Agreement on Bilateral Trade Relations (October 25, 1993)

Ukraine

- Agreement on Bilateral Trade Relations (June 23, 1992)
- Bilateral Investment Treaty (November 16, 1996)
- Agreement on Trade in Textiles and Textile Products (January 15, 2001)
- Agreement between the Government of the United States of America and the Government of the Republic of Ukraine on Sanitary and Phytosanitary Measures (February 21, 2007)
- Agreement between the U.S. and the Ukraine on Export Duties on Ferrous and Non-Ferrous Scrap Metal (February 22, 2007)

Uruguay

- Bilateral Investment Treaty (November 1, 2006)

Uzbekistan

- Agreement on Bilateral Trade Relations (January 13, 1994)

Vietnam

- Agreement between the United States and Vietnam on Trade Relations (December 10, 2001)
- Copyright Agreement (June 27, 1997)
- Exchange of Letters on Equivalence of Food Safety Inspection Systems (May 31, 2006)
- Exchange of Letters on Beef (May 31, 2006)
- Exchange of Letters on Biotechnology (May 31, 2006)
- Exchange of Letters on Energy Services (May 31, 2006)
- Exchange of Letters on Elimination of Prohibited Subsidies to Textile and Garment Sector (May 31, 2006)
- Bilateral Agreement on Export Duties on Ferrous and Nonferrous Scrap Metals (May 31, 2006)
- Exchange of Letters on Shelf Life (May 31, 2006)
- Acceptance of U.S. Certificates for Exports of Poultry Meat and Meat Products (May 31, 2006)

II. Agreements that have been Negotiated but have not yet Entered into Force

Following is a list of trade agreements concluded by the United States since 1984 that have not yet entered into force.

Multilateral Agreements

- OECD Agreement on Shipbuilding (December 21, 1994; interested parties evaluating implementing legislation)
- International Tropical Timber Agreement (concluded January 27, 2006; when enters into force, itwill replace the International Tropical Timber Agreement, 1997)
- International Coffee Agreement (concluded September 28, 2007; when enters into force it will replace the International Coffee Agreement, 2001)
- Amendment to the Dominican Republic-Central America-United States Free Trade Agreement for Pocketing Fabric pending approval of final texts of letters of agreement signed with El Salvador (January 1, 2006), Honduras (March 7, 2006), Nicaragua (March 27, 2006), Guatemala (June 23, 2006), the Dominican Republic (October 24, 2006) and Costa Rica (December 1, 2006, revised May 31, 2007)
- The Dominican Republic - Central America - United States Free Trade Agreement (signed August 5, 2004; entry into force pending with Costa Rica)
- Agreement with Mexico and Canada on adjustments to the NAFTA Rules of Origin (October 10, 2007)

Bilateral Agreements

Belarus

- Bilateral Investment Treaty (signed January 15, 1994; pending exchange of instruments)

Colombia

- United States-Colombia Trade Promotion Agreement (signed November 22, 2006; pending approval); Protocol of Amendment (signed June 28, 2007)

El Salvador

- Bilateral Investment Treaty (signed March 10, 1999; pending exchange of instruments)

Estonia

- Trade and Intellectual Property Rights Agreement (April 19, 1994; requires approval by Estonian legislature)

Korea

- United States—Korea Free Trade Agreement (signed June 30, 2007; approval pending)

Lithuania

- Trade and Intellectual Property Rights Agreement (April 26, 1994; requires approval by Lithuanian legislature)

Mexico

- Textile Customs Cooperation Agreement with Mexico to Implement Cumulation Provision of Central America-Dominican Republic –United States Free Trade Agreement (signed January 26, 2007; not yet in force)

Nicaragua

- Bilateral Investment Treaty (signed July 1, 1995; pending ratification by United States and exchange of instruments of ratification.)

Oman

- United States-Oman Free Trade Agreement (signed January 19, 2006; entry into force pending)

Panama

- United States-Panama Trade Promotion Agreement (signed June 28, 2007; pending approval)

Peru

- United States-Peru Trade Promotion Agreement (signed April 12, 2006; entry into force pending); Protocol of Amendment (signed June 25, 2007)

Russia

- Bilateral Investment Treaty (signed June 17, 1992; pending approval by Russian Parliament and exchange of instruments of ratification)

Uruguay

- Bilateral Investment Treaty (signed October 25, 2004; pending ratification by both Parties and exchange of instruments of ratification)

Uzbekistan

- Bilateral Investment Treaty (signed December 16, 1994; pending exchange of instruments)

III. Other Trade-Related Agreements and Declarations

Following is a list of other trade-related agreements and declarations negotiated by the Office of the United States Trade Representative from January 1993 through June 2007. These documents provide the framework for negotiations leading to future trade agreements or establish mechanisms for structured dialogue in order to develop specific steps and strategies for addressing and resolving trade, investment, intellectual property and other issues among the signatories.

Multilateral Agreements and Declarations

- Second Ministerial of the World Trade Organization, Ministerial Declaration on Global Electronic Commerce (May 20, 1998)
- WTO Guidelines for the Negotiation of Mutual Recognition Agreements on Accountancy (May 29, 1997)
- Free Trade Area of the Americas
  - First Summit of the Americas, Declaration of Principles and Plan of Action, Miami, Florida (December 11, 1994)
  - Trade Ministerial Joint Declaration, Denver, USA (June 30, 1995)
  - Second Ministerial Trade Meeting Joint Declaration, Cartagena, Colombia (March 21, 1996)
  - Third Trade Ministerial Meeting Joint Declaration, Belo Horizonte, Brazil (May 16, 1997)
  - Fourth Trade Ministerial Joint Declaration, San Jose, Costa Rica (March 19, 1998)
  - Second Summit of the Americas Declaration of Principles and Plan of Action, Santiago, Chile (April 19, 1998)
  - Fifth Trade Ministerial Meeting, Declaration of Ministers, Toronto, Canada (November 4, 1999)
  - Sixth Meeting of Ministers of Trade of the Hemisphere Ministerial Declaration, Buenos Aires, Argentina (April 7, 2001)
  - Third Summit of the Americas Declaration of Principles and Plan of Action, Quebec City, Canada (April 22, 2001)
  - Seventh Meeting of Ministers of Trade of the Hemisphere Ministerial Declaration, Quito, Ecuador (November 1, 2002)

- Eighth Ministerial Meeting, Ministerial Declaration, Miami, USA (November 20, 2003)
- Fourth Summit of the Americas Declaration of Mar Del Plata and Plan of Action, Mar del Plata, Argentina (November 5, 2005)

- Asia Pacific Economic Cooperation
  - Declaration of Common Resolve (November 15, 1994)
  - Declaration for Action (November 19, 1995)
  - Declaration on an APEC Framework for Strengthening Economic Cooperation and Development (November 22-23, 1996)
  - Declaration on Connecting the APEC Community (November 25, 1997)
  - Asia Pacific Economic Cooperation (APEC) Mutual Recognition Arrangement for Conformity Assessment of Telecommunications Agreement (June 5, 1998)
  - Declaration on Strengthening the Foundations for Growth (November 18, 1998)
  - Declaration: the Auckland Challenge (September 13, 1999)
  - Declaration: Delivering to the Community (November 16, 2000)
  - Declaration: Meeting New Challenges in the New Century (October 21, 2001)
  - Declaration: Leaders Declaration (October 27, 2002)
  - Declaration: Partnership for the Future (October 21, 2003)
- Organization of American States (OAS), Inter-American Telecommunications Commission (CITEL) Mutual Recognition Agreement for Conformity Assessment of Telecommunications Equipment (October 29, 1999)
- United States-Andean Community Trade and Investment Council Agreement (October 30, 1998)
- United States-Central American Regional Trade and Investment Framework Agreement (March 20, 1998)
- United States-Association of Southeast Asian Nations Trade and Investment Framework Arrangement (August 25, 2006)

Bilateral Documents and Declarations

Afghanistan

- United States-Afghanistan Trade and Investment Framework Agreement (September 21, 2004)

Algeria

- United States-Algeria Trade and Investment Framework Agreement (July 13, 2001)

Association of Southeast Asian Nations (ASEAN)

- United States-Asean Trade and Investment Framework Agreement (August 5, 2006)

Brunei Darussalam

- United States-Brunei Darussalam Trade and Investment Framework Agreement (December 16, 2002)

Cambodia

- United States-Cambodia Trade and Investment Framework Agreement (July 14, 2006)

Caribbean Common Market

- United States-Caribbean Common Market Trade and Investment Framework Agreement (1991)

Central Asian Economies

- United States-Central Asian Trade and Investment Framework Agreement (June 1, 2004)

China

- United States-China Joint Commission on Commerce and Trade Agreements (April 21, 2004)

- United States-China Joint Commission on Commerce and Trade Agreements (July 11, 2005)

Common Market for Eastern and Southern Africa

- United States-Common Market for Eastern and Southern Africa Trade and Investment Framework Agreement (October 2001)

Egypt

- United States-Egypt Trade and Investment Framework Agreement (July 1, 1999)

European Union

- United States-EU Transatlantic Economic Partnership (May 18, 1998)
- United States-EU Joint Action Plan for the Transatlantic Economic Partnership (November 9, 1998)

Georgia

- United States-Georgia Trade and Investment Framework Agreement (June 20, 2007)

Ghana

- United States-Ghana Trade and Investment Framework Agreement (February 26, 1999)

Indonesia

- United States-Indonesia Understanding on a Trade and Investment Council (1996)
- Memorandum of Understanding on Combating Illegal Logging and Associated Trade (November 16, 2006)

Iraq

- United States-Iraq Trade and Investment Framework Agreement (July 11, 2005)

Japan

- United States-Japan Joint Statement on the Bilateral Steel Dialogue (September 24, 1999)
- Exchange of Letters between the United States and Japan—Letters Regarding Electro-Magnetic Compatibility (EMC) Testing of Unintentional Radiators and Industrial Scientific and Medical (ISM) Equipment (February 26, 2007)

Kuwait

- United States-Kuwait Trade and Investment Framework Agreement (February 6, 2004)

Lebanon

- United States-Lebanon Trade and Investment Framework Agreement (November 30, 2006)

Liberia

- United States-Liberia Trade and Investment Framework Agreement (February 15, 2007)

Malaysia

- United States-Malaysia Trade and Investment Framework Agreement (May 10, 2004)

Mauritius

- United States-Mauritius Trade and Investment Framework Agreement (September 18, 2006)

Mongolia

- United States-Mongolia Trade and Investment Framework Agreement (July 15, 2004)

Mozambique

- United States-Mozambique Trade and Investment Framework Agreement (June 21, 2005)

New Zealand

- United States-New Zealand Trade and Investment Framework Agreement (October 2, 1992)

Nigeria

- United States-Nigeria Trade and Investment Framework Agreement (February 16, 2000)

Oman

- United States-Oman Trade and Investment Framework Agreement (July 7, 2004)

Pakistan

- United States-Pakistan Trade and Investment Framework Agreement (June 25, 2003)

Philippines

- United States-Philippines Trade and Investment Framework Agreement (1989)

Qatar

- United States-Qatar Trade and Investment Framework Agreement (March 19, 2004)

Rwanda

- United States-Rwanda Trade and Investment Framework Agreement (June 7, 2006)

Saudi Arabia

- United States-Saudi Arabia Trade and Investment Framework Agreement (July 31, 2003)

South Africa

- United States-South Africa Trade and Investment Framework Agreement (February 18, 1999)

Sri Lanka

- United States-Sri Lanka Trade and Investment Framework Agreement (July 25, 2002)

Switzerland

- United States-Switzerland Trade and Investment Cooperation Forum Agreement (May 25, 2006)

Taiwan

- United States-Taiwan Trade and Investment Framework Agreement (September 19, 1994)

Thailand

- United States-Thailand Trade and Investment Framework Agreement (October 23, 2002)

Tunisia

- United States-Tunisia Trade and Investment Framework Agreement (October 2, 2002)

Turkey

- United States-Turkey Trade and Investment Framework Agreement (September 29, 1999)

United Arab Emirates (UAE)

- United States-United Arab Emirates Trade and Investment Framework Agreement (March 15, 2004)

Uruguay

- United States-Uruguay Bilateral and Commercial Trade Review (May 20, 1999)
- United States-Uruguay Trade and Investment Framework Agreement (January 25, 2007)

Vietnam

- United States-Vietnam Trade and Investment Framework Agreement (June 21, 2007)

West African Economic and Monetary Union

- United States-West African Economic and Monetary Union Trade and Investment Framework Agreement (April 24, 2002)

Yemen

- United States-Yemen Trade and Investment Framework Agreement (February 6, 2004)

APPENDIX XI: Multilateral Environmental Agreements and Negotiations in Which USTR Participates

Existing Agreements and Negotiating Fora

Convention on Biodiversity (CBD)
Cartagena Protocol on Biosafety to the Convention on Biological Diversity
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
U.N. Commission on Sustainable Development (CSD)
Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal
Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter (London Convention)
Montreal Protocol on Substances that Deplete the Ozone Layer
North American Agreement on Environmental Cooperation
U.S.-Mexico Border Environment Cooperation Agreement
Inter-American Tropical Tuna Convention
International Convention for the Conservation of Atlantic Tunas
Inter-American Convention for the Protection and Conservation of Sea Turtles
International Whaling Convention (IWC)
International Tropical Timber Agreement
U.N. Forum on Forests
Rotterdam Convention on Prior Informed Consent (on certain hazardous chemicals)
Stockholm Convention on Persistent Organic Pollutants

Negotiation of New or Revised Agreements Currently Underway

International Tropical Timber Agreement
Further elaboration on U.N. Framework Convention on Global Climate Change
World Summit on Sustainable Development (follow up to September 2002 Plan of Implementation)
Development of a Strategic Approach to Chemicals Management (SAICM)
Environmental Cooperation Agreements Associated with FTAs

APPENDIX XII: List of Frequently Used Acronyms

AD	Antidumping
AGOA	African Growth and Opportunity Act
APEC	Asia Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
ATC	Agreement on Textiles and Clothing
ATPA	Andean Trade Preferences Act
ATPDEA	Andean Trade Promotion & Drug Eradication Act
BIA	Built-In Agenda
BIT	Bilateral Investment Treaty
BOP	Balance of Payments
CACM	Central American Common Market
CAFTA	Central American Free Trade Area
CARICOM	Caribbean Common Market
CBERA	Caribbean Basin Economic Recovery Act
CBI	Caribbean Basin Initiative
CFTA	Canada Free Trade Agreement
CITEL	Telecommunications Division of the OAS
COMESA	Common Market for Eastern & Southern Africa
CTE	Committee on Trade and the Environment
CTG	Council for Trade in Goods
CVD	Countervailing Duty
DSB	Dispute Settlement Body
DSU	Dispute Settlement Understanding
EU	European Union
EFTA	European Free Trade Association
FTAA	Free Trade Area of the Americas
FOIA	Freedom of Information Act
GATT	General Agreement on Tariffs and Trade
GATS	General Agreements on Trade in Services
GDP	Gross Domestic Product
GEC	Global Electronic Commerce
GSP	Generalized System of Preferences
GPA	Government Procurement Agreement
IFI	International Financial Institution
IPR	Intellectual Property Rights
ITA	Information Technology Agreement
LDBDC	Least Developed Beneficiary Developing Country
MAI	Multilateral Agreement on Investment
MERCOSUL/MERCOSUR	Southern Common Market
MFA	Multi-fiber Arrangement
MFN	Most Favored Nation
MOSS	Market-Oriented, Sector-Selective
MOU	Memorandum of Understanding

MRA .....Mutual Recognition Agreement
NAFTA .....North American Free Trade Agreement
NEC.....National Economic Council
NIS .....Newly Independent States
NSC.....National Security Council
NTR.....Normal Trade Relations
OAS .....Organization of American States
OECD.....Organization for Economic Cooperation and Development
OPIC .....Overseas Private Investment Corporation
PNTR .....Permanent Normal Trade Relations
ROU .....Record of Understanding
SACU.....Southern African Customs Union
SADC.....Southern African Development Community
SPS.....Sanitary and Phytosanitary Measures
SRM .....Specified Risk Material
TAA .....Trade Adjustment Assistance
TABD .....Trans-Atlantic Business Dialogue
TACD.....Trans-Atlantic Consumer Dialogue
TAEVD.....Trans-Atlantic Environment Dialogue
TALD .....Trans-Atlantic Labor Dialogue
TBT.....Technical Barriers to Trade
TEP .....Transatlantic Economic Partnership
TIFA.....Trade & Investment Framework Agreement
TPRG .....Trade Policy Review Group
TPSC.....Trade Policy Staff Committee
TRIMS .....Trade Related Investment Measures
TRIPS.....Trade Related Intellectual Property Rights
UNCTAD .....United Nations Conference on Trade & Development
URAA .....Uruguay Round Agreements Act
USDA.....U.S. Department of Agriculture
USITC.....U.S. International Trade Commission
USTR .....United States Trade Representative
VRA .....Voluntary Restraint Agreement
WAEMU.....West African Economic & Monetary Union
WTO .....World Trade Organization